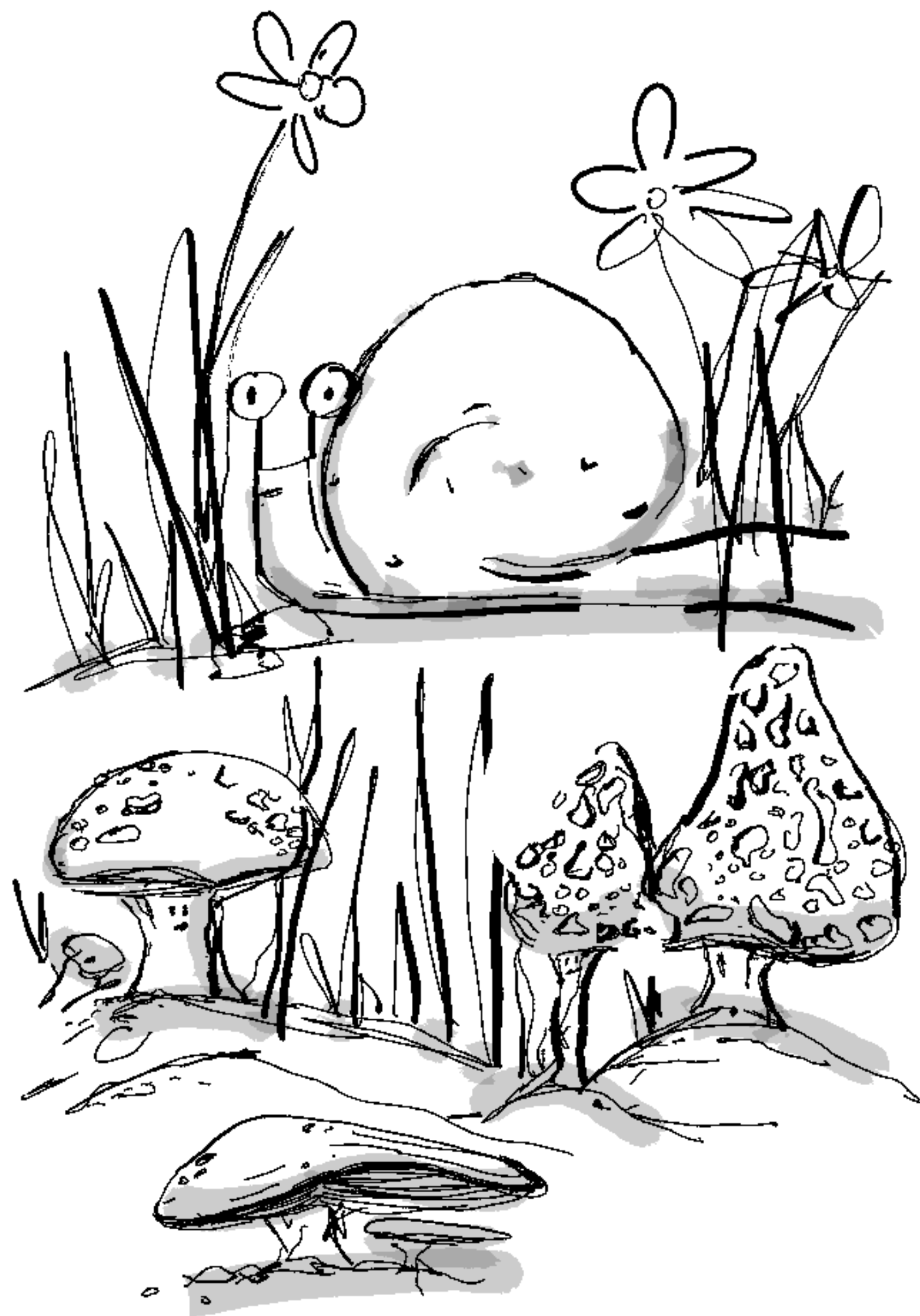


HOW TO CHANGE A COMPLEX ORGANIZATION

A VISUAL GUIDE



OREN GOLAN

Complex

Probe - Sense - Respond

Emergent Practice

Enabling Constraints

A/B

disarm
conflict
between
countries

provide
up-to-date
training for
million customers

Complicated

Sense - Analyse - Respond

Good Practice

Governing Constraints

build car

pay taxes

Disorder

Chaotic

Act - Sense - Respond

Novel Practice

No effective Constraints

roll back

broke
production

fire

Simple

Sense - Categorise - Respond

Best Practice

Fixed Constraints

charge phone